

ULLTEXT1 is set ON as an alias for 15,16,148,160,275,621
FULLTEXT2 is set ON as an alias for
9,20,476,610,613,624,634,636,810,813
NONFULLTEXT is set ON as an alias for
2,35,65,77,99,233,256,474,475,583, 8,
94, 6, 34, 434, 7
CUST1 is set ON as an alias for CUSTOMER? ? OR CONSUMER? ? OR
PURCHASER? ?
OR BUYER? ? OR PATRON? ? OR SHOPPER? ? OR CLIENT? ?
* * *

SYSTEM:HOME

Cost is in DialUnits

Menu System II: D2 version 1.7.9 term=ASCII

*** DIALOG HOMEBASE(SM) Main Menu ***

Information:

1. Announcements (new files, reloads, etc.)
2. Database, Rates, & Command Descriptions
3. Help in Choosing Databases for Your Topic
4. Customer Services (telephone assistance, training, seminars,
etc.)
5. Product Descriptions

Connections:

6. DIALOG(R) Document Delivery
7. Data Star(R)

(c) 2003 Dialog, a Thomson business.

All rights reserved.

/H = Help

/L = Logoff

/NOMENU = Command Mode

Enter an option number to view information or to connect to an online
service. Enter a BEGIN command plus a file number to search a
database

(e.g., B1 for ERIC).

?

Terminal set to DLINK

*** DIALOG HOMEBASE(SM) Main Menu ***

Information:

1. Announcements (new files, reloads, etc.)
2. Database, Rates, & Command Descriptions
3. Help in Choosing Databases for Your Topic
4. Customer Services (telephone assistance, training, seminars,
etc.)
5. Product Descriptions

Connections:

6. DIALOG(R) Document Delivery
7. Data Star(R)

(c) 2003 Dialog, a Thomson business.

All rights reserved.

/H = Help

/L = Logoff

/NOMENU = Command Mode

Dialog
J2
12-7-05
scanned
articles

Enter an option number to view information or to connect to an online service. Enter a BEGIN command plus a file number to search a database

(e.g., B1 for ERIC).

? b fulltext1, fulltext2

06dec05 13:29:36 User268077 Session D288.1
\$0.00 0.223 DialUnits FileHomeBase
\$0.00 Estimated cost FileHomeBase
\$0.02 TELNET
\$0.02 Estimated cost this search
\$0.02 Estimated total session cost 0.223 DialUnits

SYSTEM:OS - DIALOG OneSearch

File 15:ABI/Inform(R) 1971-2005/Dec 06

(c) 2005 ProQuest Info&Learning

File 16:Gale Group PROMT(R) 1990-2005/Dec 06

(c) 2005 The Gale Group

File 148:Gale Group Trade & Industry DB 1976-2005/Dec 06

(c)2005 The Gale Group

File 160:Gale Group PROMT(R) 1972-1989

(c) 1999 The Gale Group

File 275:Gale Group Computer DB(TM) 1983-2005/Dec 06

(c) 2005 The Gale Group

File 621:Gale Group New Prod.Annou.(R) 1985-2005/Dec 06

(c) 2005 The Gale Group

File 9:Business & Industry(R) Jul/1994-2005/Dec 05

(c) 2005 The Gale Group

File 20:Dialog Global Reporter 1997-2005/Dec 06

(c) 2005 Dialog

File 476:Financial Times Fulltext 1982-2005/Dec 07

(c) 2005 Financial Times Ltd

File 610:Business Wire 1999-2005/Dec 06

(c) 2005 Business Wire.

***File 610: File 610 now contains data from 3/99 forward.**

Archive data (1986-2/99) is available in File 810.

File 613:PR Newswire 1999-2005/Dec 05

(c) 2005 PR Newswire Association Inc

***File 613: File 613 now contains data from 5/99 forward.**

Archive data (1987-4/99) is available in File 813.

File 624:McGraw-Hill Publications 1985-2005/Dec 05

(c) 2005 McGraw-Hill Co. Inc

***File 624: Homeland Security & Defense and 9 Platt energy journals added**

Please see HELP NEWS624 for more

File 634:San Jose Mercury Jun 1985-2005/Dec 02

(c) 2005 San Jose Mercury News

File 636:Gale Group Newsletter DB(TM) 1987-2005/Dec 06

(c) 2005 The Gale Group

File 810:Business Wire 1986-1999/Feb 28

(c) 1999 Business Wire

File 813:PR Newswire 1987-1999/Apr 30

(c) 1999 PR Newswire Association Inc

et	Items	Description
S1	63	((MULTIPLE OR SEVERAL OR PLURAL OR VARIOUS) (4N) (MANAGER? OR SUPERVISOR?)) (S) (EVALUATION OR ASSESSMENT) (S) (PERCENT? OR WEIGHT?)
S2	55	RD S1 (unique items)
S3	30	S2 NOT PY>2001
S4	15	S3 AND (SALARY OR STOCK OR AWARD OR PROMOTION OR COMPENSAT- ION)

? t s4/3,k/all

4/3,K/1 (Item 1 from file: 15)
 DIALOG(R)File 15:ABI/Inform(R)
 (c) 2005 ProQuest Info&Learning. All rts. reserv.

01965106 47160757
Selling and sales management in action: Measuring the impact of turnover on sales
 Richardson, Robert
 Journal of Personal Selling & Sales Management v19n4 PP: 53-66 Fall 1999
 ISSN: 0885-3134 JRNL CODE: JPN
 WORD COUNT: 6131

...TEXT: a stable, consistent percent of sales was produced by the territory. Usually, this follows the **compensation** plan's payment schedule. If the plan pays a quarterly bonus, then the length of...separate columns in Table 1 and added together under Total. There is a savings from **salary** and fringe benefits, when a representative is not working in the territory. This was estimated...

...incremental sales generated by the salesperson is insufficient to cover direct expenses. The representative's **salary** may be covered by the residual sales in a territory from the indirect costs savings not to exceed 15 percent of the representative's **salary** and can only be paid once during any three year period. Justification: The decrease in...to make quota in the last eight months and one point if the last annual **evaluation** was poor. When a sales person has accumulated four points, the individual is considered to...

...a "No Loss" and is to be terminated. For representatives with 3 points, the weekly **percent** of quota is monitored. When a salesperson has three points and less than 80 **percent** of the current quota, the district

manager reviews the situation with the representative again and starts the search for a replacement. If the **percent** of quota continues to decrease below 60 **percent**, the district manager with approval of the regional manager terminates the person unless there are...Intelligence. Dr. Richardson's experience includes consulting projects for such clients as the New York **Stock Exchange**, Sterling Drug Company, W. R. Grace and Visa International. Prior to teaching, he spent...

4/3,K/2 (Item 2 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01912799 05-63791
Institutionalization of ethics: The perspective of managers
Jose, Anita; Thibodeaux, Mary S
Journal of Business Ethics v22n2 (Part 1) PP: 133-143 Nov 1999
ISSN: 0167-4544 JRNL CODE: JBE
WORD COUNT: 5264

...TEXT: employee orientation programs, and ethics committees. The implicit aspects include corporate culture, incentive systems, leadership, **promotion** policies, and performance evaluation (Brenner, 1992). Since one of the central arguments of the paper...organizations (Bandura, 1986). Other implicit methods of institutionalizing ethics include organizational variables such as reward, **promotion**, and performance evaluation systems. Trevino and Nelson (1995) point out that reward systems are the...
...Callan, 1992), top management support (Trevino, 1986), reward systems (Trevino, 1992; Trevino and Youngblood, 1990), **promotion** systems, performance evaluation systems (Brenner, 1992; Trevino, 1986; Weiss, 1994), and open communication channels (Genfan...Z for company-imposed formalization is 2.279 (p-value = 0.0113). Table III depicts **managerial** perceptions regarding the **various** explicit and implicit methods of institutionalizing ethics in organizations. The surrogates used in the research and the **percentage** of managers who agreed with the surrogates regarding the effectiveness of the surrogates in raising...

...below. Implicit forms of institutionalizing ethics are operationally defined as reward system (44.2%), performance **evaluation** system (69.8%), **promotion** system (65.1%), corporate culture (93%), ethical leadership (98.8%), top management support (96.5...such as codes, ombudsperson, and

committees, but also with their systems, such as performance evaluation, **promotion**, and reward and cultures. This study also reaffirms the important role that implicit forms, such...

...study.

Organizational researchers should study the impact of organizational systems, especially reward, performance evaluation, and **promotion**, on the ethical behavior of employees in organizations. Of these systems, only the reward system...

...consideration in business ethics literature. This research revealed the importance of performance evaluation systems and **promotion** systems on people's ethical behavior. Future researchers should focus more on the impact of...

4/3,K/3 (Item 3 from file: 15)
DIALOG(R) File 15:ABI/Inform(R)
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01874050 05-25042

On the performance of hedge funds

Liang, Bing

Financial Analysts Journal v55n4 PP: 72-85 Jul/Aug 1999

ISSN: 0015-198X JRNL CODE: FIA

WORD COUNT: 5976

...TEXT: S&P 500 earned 156 percent. Hedge funds are riskier, however, than the U.S. **stock** market; the standard deviation of monthly returns was 3.37 percent for the S&P...

...for hedge funds. Therefore, risk-adjusted or market-adjusted returns should be examined.

Factor Model **Evaluation** of Hedge Fund Performance. Hedge funds are exposed to varieties of asset classes through the **various** strategies the hedge fund **managers** follow. Examples of these strategies include risk arbitrage, short selling, and market timing. Therefore, instead...Salomon Brothers World Government Bond Index); for currency, the U.S. Federal Reserve Bank trade- **weighted** dollar index; for commodities, the gold price; and for cash, the one-month Eurodollar deposit...1 percent level, which indicates that hedge funds, on average, provide better risk-to-reward **compensation**.

(Graph Omitted)

Captioned as: Figure 3.

(Table Omitted)

Captioned as: Table 5.

The highest Sharpe...

4/3,K/4 (Item 4 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01707933 03-58923
Global dual-career couple mentoring: A phase model approach
Harvey, Michael; Wiese, Danielle
Human Resource Planning v21n2 PP: 33-48 1998
ISSN: 0199-8986 JRNL CODE: HRP
WORD COUNT: 9706

...TEXT: should be assured that the mentors will act as informal arbitrators and spokespersons relative to **compensation**, appraisal, allowances, and other issues that could create hardships for the expatriate.

4) Discuss Advanced...to ask, "How can such a complex mentoring system be justified?" The process of expatriating **managers** has been studied for **several** decades and there are still those experts who contend that a significant **percentage** of expatriates fail (Mendenhall, Dunbar & Oddou, 1987; Wederspahn, 1992; Dowling, Schuler & Welch, 1994). These authors...

...explicit cost of those failures by determining the sunk costs associated with: (1) recruiting; (2) **assessment**; (3) training and development; (4) **compensation** and benefits; and (5) relocation of expatriate and family. The individual manager's cost associated...Council (NFTC). Global Relocation Trends 1994 Survey Report: 1994. Gomez-Mejia, L. and Wilbourne, T. " **Compensation** Strategies in a Global Context." Human Resource Planning, 14(1) (1991): 29-41. Granrose, C...

4/3,K/5 (Item 5 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01467791 01-18779
From quality circles to TQM
Anonymous
Government Executive v29n7 PP: 60-62 Jul 1997
ISSN: 0017-2626 JRNL CODE: GOV

WORD COUNT: 1017

...TEXT: But any comparison to the Japanese model showed vast inadequacies.

Model Japanese companies had 75 **percent** or more of their workforce in quality circles-in fact, many workers participated in **several** quality circles. Top **managers** relentlessly pushed all of their cost, quality and performance data down to the lowest levels of the organization for rigorous **evaluation** and action. Every worker and supervisor already had extensive training in quality measurement concepts and...

...remake the basic management precepts of American industry.

In 1987, Congress created a national quality **award** competition, named in honor of Commerce Secretary Malcolm Baldrige, who had died as a result of a rodeo accident. The Baldrige **Award** has been a central element both in promoting American quality progress and providing a framework...

...aspect is even more prominent with major changes that have been made in the 1997 **award** criteria, emphasizing business results, markets and strategic planning.

TQM was, as most management tools are...

...in the late 1980s. The Reagan administration created a Federal Quality Institute and a quality **award** for agencies-the President's Quality **Award** -using a modified version of the Baldrige **Award** criteria.

But partly because of the less-than-enthusiastic agency response to President Reagan's...

4/3,K/6 (Item 6 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01146711 97-96105

Other people's money: The effect of ownership on compensation strategy and managerial pay

Werner, Steve; Tosi, Henry L

Academy of Management Journal v38n6 PP: 1672-1691 Dec 1995

ISSN: 0001-4273 JRNL CODE: AMA

WORD COUNT: 6708

Other people's money: The effect of ownership on compensation strategy and managerial pay

...DESCRIPTORS: Executive **compensation** ;

ABSTRACT: A study analyzes the **compensation** strategy of firms. In particular, the study examines the differences in the pay and incentives...

...different levels of management discretion. It is found that firms with higher managerial discretion paid **compensation** premiums through higher salaries, greater bonuses, and more long-term incentives; however, changes in pay...

TEXT: Ten years ago, the academic discourse on executive **compensation** focused, almost without exception, on whether or not the **compensation** of chief executive officers (CEOs) in the largest U.S. corporations was designed so that executive decision making would be directed at improving firm performance. Currently, research on managerial **compensation** is beginning to examine pay and incentives within organizational hierarchies, shifting away from the focus...

...same as it was for CEO pay: To what extent does a firm's managerial **compensation** structure provide incentives to maximize its performance?

One way to answer the question is to understand the choices that are made in the design of firms' **compensation** strategies--the way that firms orchestrate different components of pay, such as base pay, bonuses...

...effective motivational and control mechanisms with which to achieve different organizational performance objectives. Although numerous **compensation** strategy dimensions have been suggested in the literature (cf. Gomez-Mejia & Balkin, 1992), **compensation** decisions can be classified into four distinct areas of **compensation** policy (Gerhart & Milkovich, 1993). The first is the pay-level policy, which determines whether a...

...the benefits policy is the basis for how a firm provides employees with indirect financial **compensation**. This article focuses on the first two areas, pay-level policies and pay differentiation at...

...agency theory and managerial capitalism, we addressed the question of whether the structure of the **compensation** of managers at lower levels of an organizational hierarchy is designed to motivate actions in...

...or goal alignment through incentives, can be achieved through contracts that make the agent's **compensation** contingent on outcomes of the agent's performance (Hunt & Hogler, 1990; McGuire, 1988j).

Although the agency model has been extensively developed theoretically and has generated many hypotheses about CEO **compensation**, the results of empirical work based on the model have often been inconsistent with the...

...a firm's ownership structure is reflected in the way top managers are paid, since **compensation** strategy is one way to align the incentives of principals and agents. Because they have more influence than the board of directors in setting their own **compensation**, managers who control a firm can reduce their **compensation** risk by designing pay structures that minimize the effects of fluctuating performance (Tosi & Gomez-Mejia...more accurate monitoring.

Baker, Jensen, and Murphy's (1988) arguments suggest (1) that firms lacking **compensation**-performance alignment at the top will not show more alignment at lower hierarchical levels, and...

...as monitoring cascades through hierarchical levels (Williamson, 1967). In other words, the alignment of managerial **compensation** and firm performance may weaken at progressively lower levels of an organization's hierarchy. This should be apparent in the firm's **compensation** strategy.

Therefore, because ownership structure affects the way that top managers are paid, obvious differences in the **compensation** strategies of firms should be present as a function of their ownership structures. Our central ...

...in owner-controlled and owner-managed firms. We therefore formulated hypotheses about differences in the **compensation** strategies for managers at lower hierarchical levels in these types of firms. The hypotheses specifically focus on how ownership structure is related to two aspects of **compensation** strategy: pay-level policy and policies that govern individual differences in pay. Pay structure and... labor market rates. Since evidence shows that agency costs to principals resulting from excessive CEO **compensation** are greater in management-controlled firms than in owner-controlled firms (Allen, 1981; Dyl, 1988...

...do so. Therefore, assuming that owner-managed firms behave like owner-controlled firms and that **compensation** strategies are reflected

in
actual pay levels,

Hypothesis 1: Management-controlled firms will have higher...

...growth (Gomez-Mejia et al., 1987; McEachern, 1975). This finding suggests that there is greater **compensation** risk in owner-controlled and owner-managed firms because **compensation** strategies will be designed to link pay more strongly to firm performance, but in management-controlled firms **compensation** strategies will be designed to link pay more strongly to growth. Thus,

Hypothesis 2: Changes...

...and owner-managed firms will be greater than in management-controlled firms.

Two questions about **compensation** strategy that reflect pay risk are
(1)

what proportion of total pay should be placed on the relationship of ownership structure to **compensation** strategy, other variables play important roles. For example, firm size, firm performance, organizational level, responsibility...

...for their effects in the analysis that follows.

METHODS

Sample

The hypotheses were tested with **compensation** data from a database provided by the Center for Advanced Human Resource Studies (CAHRS) at...

...ownership structures obtained from proxy statements. The CAHRS database, which was collected by a large **compensation** consulting firm, covers the years from 1981 to 1988 and contains **compensation** information from over 800 organizations on more than 200,000 managers. Broad spectra of positions ...

...were available and their ownership structures did not change in the years for which their **compensation** data were reported. These restrictions resulted in a sample of 307 firms from 34 industries...

...and \$5.30 billion in sales.

Measures

Because the hypotheses relate firm ownership to firm **compensation** strategy, all variables were analyzed at the firm level. We computed average variable values for...

...financial data were adjusted to December 1992 dollars using the Consumer Price Index.

Measures of **compensation** strategy. Measures were developed to assess how firms approached the **compensation** strategy dimensions of pay level and individual differences in pay.

The pay-level policy, the...

...managers' salaries plus bonuses they received. How individual pay is differentiated by a firm's **compensation** strategy policy, the dependent variable of Hypotheses 2-5, was assessed with four indicators of...

...owner-controlled those firms ($n = 154$) in which at least 5 percent of the outstanding **stock** is in the hands of one individual or organization that (1) was not involved in...

...1986; Tosi & Gomez-Mejia, 1989) and its validity as measure of managerial control of the **compensation** process (Tosi & Gomez-Mejia, 1994).

Control variables. Measures were obtained for four classes of controls...

...2 . (all tables omitted) The results of the hypothesis tests are grouped by the two **compensation** policy dimensions that were studied.

Ownership Structure and Pay-Level Differences

Dependent variables for Hypothesis 1 were base **salary** and pay level. Hierarchical regression analysis was used to show the variance accounted for by...

...Managers in these firms earned an average of \$6,431 and \$7,213 less in **salary** and \$13,095 and \$15,044 less in base and bonus, respectively, than those in...

...for the test of Hypothesis 5, which states that firms with influential owners will design **compensation** strategies in which bonuses are more extensively used than they are when managers are in...

...a lack of incentive alignment in management-controlled firms. Another is the differential costs of **compensation** strategies to the equity holders of owner-controlled firms and management-controlled firms. Results also provide some insights that embellish the story of how political processes operate to decouple **compensation** strategy from firm performance while maintaining the appearance of economic rationality when managers control firms.

Compensation Premiums, Control Loss, and Incentive Alignment

The test of Hypothesis 1 showed that pay premiums...study had around 8,000 exempt employees, including both managers and professionals. Assuming the same **compensation** differences apply to professional employees as to managers, the mean base-and-bonus premium in...
...Not only are there substantial managerial pay premiums in management-controlled firms--there are also **compensation** strategies apparently designed to decrease **compensation** risk for managers throughout the firms. Lower risk for CEOs in these firms (e.g...

...is decoupled from firm performance and not aligned with owners' interests, leaving them with less **compensation** risk than their peers in owner-controlled firms.

These results have implications for the control...

...may be moot in management-controlled firms, where there is weaker incentive alignment and lower **compensation** risk for CEOs and, at the same time, less monitoring of the **compensation** process than in owner-controlled firms (Tosi & Gomez-Mejia, 1989, 1994). The question that remains...

...bonuses vary with ownership structure. The typical approach to determining bonuses is to allocate a **percentage** of profits to a bonus pool, portions of which are then allocated to individual senior...

...but rather, may serve as a discretionary mechanism for providing higher levels of pay to **managers**.

Conclusion

Several caveats must be taken into account when considering the present results. First, the firms surveyed...

...such as job evaluation methods and industry surveys, which may limit

the
variance in the **compensation** strategies of the surveyed firms that
were
clients, increasing the difficulty of detecting true effects of
managers
and owners are reflected in **compensation** strategies for top and
upper-middle executives, which are a function of ownership structure.
Further...

...third is the study of the actual justifications used by boards of
directors for premium **compensation** strategies in firms that do not
have
particularly strong economic performance. The difficulty with such...

...researchers attempt to undertake inquiry of this type, however, a
simple
fact remains: Explanations about **compensation** strategy will continue
to
only be based on very divergent theoretical frames from which can...
...Salamon & Smith, 1979). Second, a recent study by Tosi and Gomez-
Mejia
(1994) found that **compensation** process monitoring was higher in
owner-controlled firms and, more important, it was correlated with firm
performance.

REFERENCES

- Abowd, J M. 1990. Does performance-based managerial **compensation**
affect
corporate performance? Industrial and Labor Relations Review, 43: 52S-
73S.
- Allen, M. P. 1981. Power and privilege in large corporations: Corporate
control and managerial **compensation** . American Journal of Sociology,
86:
1112-1123.
- Asch, B. J. 1990. Do incentives matter? The...
...Relations Review, 43: 89S-106S.
- Baker, G. P., Jensen, M. C., & Murphy, K. J. 1988. **Compensation** and
incentives: Practice vs. theory. Journal of Finance, 43: 593-616.
- Becker, G. S. 1964...
...modern corporation and private property. New York: Macmillan.
- Biddle, G. C., & Lindahl, E W. 1982. **Stock** price reactions to LIFO
adoptions: The association between excess returns and LIFO tax savings.
Journal...
...wage effect. Journal of Political Economy, 97 1027-1053
- Crystal, G. S. 1991. Why CEO **compensation** is so high. California
Management Review, 34: 9-29.
- Dyl, E. A. 1988. Corporate control and management **compensation** :

Evidence
on the agency problem. *Managerial and Decision Economics*, 9: 21-25.

Edwards, J. R...
...of *Low and Economics*, 26: 301-325.

Fisher, T., & Govindarajan, V. 1992. Profit center manager
compensation :
An examination of market, political and human capital factors.
Strategic Management Journal, 13: 205-217...
...*Performance Management*, 11: 13-33.

Gerhart, B., & Milkovich, G. T. 1990. Organizational differences in
managerial **compensation** and financial performance. *Academy of Management Journal*, 33: 663-691.

Gerhart, B., Milkovich, G. T. 1993. Employee **compensation** : Research
and
practice. In M. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational...*
...569. Palo Alto, CA: Consulting Psychologists Press.

Gomez-Mejia, L. R., & Balkin, D. B. 1992. **Compensation** ,
organizational
strategy, and firm performance. Cincinnati, OH: South-Western.

Gomez-Mejia, L. R., Tosi, H. L., & Hinkin, T. 1987. Managerial control,
performance, and executive **compensation** . *Academy of Management Journal*,
30: 51-70.

Hills, F. S. 1987. **Compensation** decision making. Chicago: Dryden Press.

Hunt, H. G., III 1986. The separation of corporate ownership...
...225-264.

Kerr, T., & Kren, L. 1992. Effects of relative decision monitoring on
chief
executive **compensation** . *Academy of Management Journal*, 35: 370-397.

Lakhani, H. 1988. The effect of pay and...430-438.

Lambert, R. A., Larcker, D. F., & Weigelt, K. 1991. How sensitive is
executive **compensation** to organizational size? *Strategic Management Journal*, 12: 395-402.

Lambert, R. A., Larcker, D. F...
...firm performance. *Industrial and Labor Relations Review*, 43: 13S-29S.

Lewellen, W. G. 1968. Executive **compensation** in large industrial corporations. New York: National Bureau of Economic Research.

Marris, R. L. 1964...

...organizational analysis. *Managerial Finance*, 14(4): 6-9.

Milkovich, G. T., & Newman, J. M. 1993. **Compensation**. Homewood, IL: Irwin.

O'Reilly, C. A., III, Main, B. G., & Crystal, G. S. 1988. CEO **compensation**

as tournament and social comparison: A tale of two theories. *Administrative Science Quarterly*, 33: 257...

...Economics, 10: 319-328.

Santerre, R. E., & Neun, S. P. 1989. Managerial control and executive **compensation** in the 1930s: A reexamination. *Quarterly Journal of Business and Economy*, 28(4): 100-118...

...1985. Group-administered bonus pay and retail store performance: A two-year study of management **compensation**. *Journal of Retailing*, 61(1): 63-77.

Tisak, J., & Smith, C. S. 1994. Defending and...

...perspective. *Administrative Science Quarterly*, 34: 164-189.

Tosi, H. L., & Gomez-Mejia, L. R. 1994. **Compensation** monitoring and firm performance. *Academy of Management Journal*, 37: 1002-1026.

Walsh, J. P., & Seward...

...size. *Journal of Political Economy*, 75: 123-138.

Zajac, E. J. 1990. CEO selection, succession, **compensation**, and firm performance: A theoretical integration and empirical analysis. *Strategic Management Journal*, 11: 217-23...

...received his Ph.D. degree from the University of Florida. His research

interests include managerial **compensation**, **compensation** determinants, international aspects of **compensation**, and equity issues.

Henry L. Tosi is the McGriff Professor of Management at the University...

...a Ph.D. degree from Ohio State University. His research interests are

meso-organizational issues, **compensation**, agency theory, and internal control mechanisms.

4/3,K/7 (Item 7 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01080876 97-30270

Salesperson evaluation using relative performance efficiency:
The

application of data envelopment analysis

Boles, James S; Donthu, Naveen; Lohtia, Ritu

Journal of Personal Selling & Sales Management v15n3 PP: 31-49

Summer

1995

ISSN: 0885-3134 JRNL CODE: JPN

WORD COUNT: 8928

...ABSTRACT: but unresolved, issue in salesforce research is the choice of

salesperson performance evaluation methodology. Salesforce

compensation

is typically based on some form of evaluation, and hence the assessment method used is...

...TEXT: could be used to rank salespeople for purposes of comparison and

may be useful in **promotion** or **compensation** decisions which are often

results based. This class includes measures that compare outputs against

goals...firm is to provide detailed feedback to its salespeople and also to

help in making **compensation** decisions. It can be used as a primary or supplemental approach to evaluating salesperson activities...and outputs.

Figure 2 represents a hypothetical efficient frontier developed by using

just one input (**salary**) and one output (percentage of sales quota met) of

12 salespeople (A through L). B...

...L are on the efficient frontier because their efficiency is one. For their given input (**salary**) level, their output (percentage of sales quota

met) is the maximum possible as determined by looking at the **salary** and

percentage of sales quota met by all 12 individuals in the set. All other

...

...their performance efficiency is less than one.

For example, D and A have the same **salary** ; however, D has met a higher

percentage of the sales quota and hence is more...

...B and F have both achieved the same quota level, but B gets much less

salary than F and is deemed more efficient.

The regression line on Figure 2 is obtained by using **salary** as the independent variable and percentage of sales quota met as the dependent variable (a...performance of the peer group. Compared to J, who uses the same input as same **salary**) as I, salesperson I has a lower output (j' vs. i'). Therefore J has an...

...value).

In addition to these output measures, we used four measures of inputs: sales training, **salary**, management ratio, and territory potential. All of these inputs affect the sales transaction and can...

...of months the salesperson had been in a sales position with the firm.

While salesperson **salary** was used as an input, any commission-based **compensation** that the individual received was not included since ' was not

directly controlled by the firm...performers, not that of average performers as in regression. We use multiple (three) output variables (**percentage** of sales quota met, dollar sales value, and **supervisor evaluation**) and **multiple** (four) input variables (sales training, **salary**

, manager ratio, and territory potential). By this class V approach (DEA),

salesperson 7 is ranked...quota and sold additional \$5,500 worth of goods

or should have made \$2000 less **salary**, have one less managerial support

person and worked in a territory with 10,500 less...

...become more competitive. By calculating salesperson performance on the

basis of valuable inputs such as **salary** or supervision requirements, a

company can determine which salespeople are using scarce resources most efficiently...

4/3,K/8 (Item 8 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

(c) 2005 ProQuest Info&Learning. All rts. reserv.

00727285 93-76506

Relationships Between Graduate Training, Professional Affiliation, and

Individual Psychological Assessment Practices for Personnel Decisions

Ryan, Ann Marie; Sackett, Paul R.

Personnel Psychology v45n2 PP: 363-387 Summer 1992

ISSN: 0031-5826 JRNL CODE: PPS

WORD COUNT: 8531

...TEXT: and male (74.7%). Table 2 shows that assessments were most commonly conducted for selection, **promotion**, development, and career

counseling purposes. (Table 2 omitted) Fewer non-SIOP non-I/O assessors conducted assessments for **promotion** purposes, more conducted back-to-work evaluations (i.e., assessment of mental fitness), and fewer...45.6%) was managerial (lower, middle and upper) assessments for selection (including screening, selection and **promotion**) purposes. The three groups were equally represented in this subset (I/O, SIOP N = 53...

...SIOP assessors using these more frequently (chi-square (2) = 9.67, p <.01).

A small **percentage** (28.8%) reported using simulations, mainly role-plays and group problem-solving exercises. Assessors were...

...assessments. Most frequently mentioned were reference/background checks and interviews with others (i.e., subordinates, **supervisor**).

Assessors were asked **several** other questions about their testing process. Only a few (11.6%) used a test score...the most typical assessment situation they encountered. Non-SIOP members were less likely to conduct **promotion** and career counseling assessments and more likely to conduct back-to-work evaluations. However, there...

...the groups in assessment activities; more than half of all groups were involved in selection, **promotion** and development assessments. Notable differences tested in the level and length of assessments. SIOP members...

4/3,K/9 (Item 9 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00662162 93-11383
Portfolio rebalancing and the January effect in Canada
Athanassakos, George
Financial Analysts Journal v48n6 PP: 67-78 Nov/Dec 1992
ISSN: 0015-198X JRNL CODE: FIA
WORD COUNT: 5561

...DESCRIPTORS: **Stock** prices

...ABSTRACT: why this effect exists has yet to emerge. Some insights into the seasonal behavior of **stock** prices is provided by examining the impact individual investor and institutional trading has had on the aggregate **stock** market and on 5 size-sorted portfolios in Canada over the period 1978-1989. The evidence shows that institutional investor trading activity

causes **stock** prices to be bid up in January. Moreover, the pattern of institutional trading in January and throughout the year seems to be related to the nature of the **compensation** system in the industry; in particular, managers attempt to maximize their own utility rather than...

TEXT: While many researchers have documented a pronounced seasonality in **stock** returns with January having significantly higher returns than the rest of the year theory of...

...the portfolio holdings of individual and institutional investors provides insights into the seasonal behavior of **stock** prices.

The evidence from the aggregate Canadian **stock** market and from five size-sorted portfolios in Canada over the 1978-89 period shows that institutional trading actively influences **stock** price changes. In particular, portfolio rebalancing on the part of professional fund managers, prompted by conflict-of-interest considerations, causes **stock** prices to be bid up in January.

Over the past several years, many researchers have...

...emerge, however. Without an acceptable theory, market participants will be unable to predict whether the **stock** market performance in a given January will be strong or weak, assess whether and how...

...to the January effect and why, and make appropriate investment decisions. This is because January **stock** returns are not always positive.

In fact, in 10 out of 33 Januarys since 1956, the **stock** market in Canada has experienced a negative return.

Recently, several researchers have offered a convincing...

...hypothesis, which states that institutional (and/or individual investor) trading actively influences current and future **stock** market price changes. There is some support of this hypothesis.(5)

This article provides some insights into the seasonal behavior of **stock** prices by examining the impact individual investor and institutional trading has had on the aggregate **stock** market and on five size-sorted portfolios in Canada over the 1978-79 period. The objectives of the study are twofold. First, to provide insights into the seasonal behavior of **stock** prices by testing the portfolio rebalancing hypothesis. Second, to test the market impact hypothesis. The...

...imbalance could have a potentially large impact on prices, larger stocks, as well as the **stock** market index- should also be affected by

individual investors investing through their mutual fund accounts...

...extent. This explanation leads to the following hypotheses.

H.1: The ratio of individual investors' **stock** purchaser to sales should, on average, be higher in the first quarter than in the...

...to affect share prices, changes in individual investors' buying and selling should cause changes in **stock** prices, especially of small stocks and, to a lesser extent, of large stocks and the...

...PATTERNS OF INSTITUTIONAL INVESTORS

The January effect may be related to the nature of the **compensation** system in the securities industry. Two schools of thought have emerged in this regard. According...

...one can test the following hypotheses.

H.5: The percentage of funds invested in the **stock** market (cash and equivalents) by professional fund managers should, on average, be higher (lower) in...

...the rest of the year.

H.6: For professional fund managers' trading patterns to affect **stock** prices, changes in the percentage of funds invested in the **stock** market by them should, on average, cause changes in **stock** prices.

According to the other school of thought, given the nature of money managers' **compensation** schedules, there exists a conflict of interest between them and their firms, which encourages successful...

...argument leads to the following hypotheses.

H.7: The percentage of funds invested in the **stock** market (cash and equivalents) by professional fund managers should, on average, be the same in...

...professional managers invest affects share prices, changes in the percentage of funds invested in the **stock** market by them should, on average, because changes in **stock** prices.

DATA AND METHOD

We looked at the Toronto **Stock** Exchange 300 (TSE 300) price and total return indexes, as well as five size-sorted...

...data available for testing hypotheses H.8 and H.9) and of the SEI Funds

Evaluation Services of Toronto. Since 1978, the Investment Funds (Mutual

Funds) Institute of Canada has compiled...

...and cash and equivalents by the fund managers are recorded. From these, we calculated the **percentages** of each fund invested in equities (adjusted to eliminate TSE 300-induced effects), bonds and...

...Aggregate data on purchases and sales extend as far back as 1967. The SEI Funds **Evaluation** Services of Toronto data base has tracked the **percentages** of dollar amounts invested in equities, bonds and cash and equivalents by Canadian pension fund managers on a quarterly basis since 1977. SEI made available to us the median (**percentage**) commitment of Canadian (balanced) pension fund **managers** to the **various** asset categories, adjusted to eliminate market-induced effects.

One can monitor the investment behavior of...

...important aspects of trading behavior by observing the relative quarter-by-quarter performance of the **stock** market vis-a-vis the trading behavior of investors. To this end, the first issue we have to determine is whether there is a quarterly seasonal in **stock** market returns. If there is a quarterly seasonal, which can be explained by individual investor...

...and H.10 and resolve the issue of whether individual investor or institutional investing causes **stock** price changes and **stock** market seasonality, or whether it is the other way around.

EMPIRICAL EVIDENCE

We begin the analysis of the Canadian **stock** market by examining two market-value-weighted indexes--the TSE 300 Price Index (PRI) and...provide support for the hypothesis that it is the way individual investors invest that affects **stock** returns. Although there is some evidence that mutual funds (and, to a lesser extent, pension funds) may also have some influence on **stock** returns, as per H.5, the strength of CASH in the first quarter contradicts part...

...are positive. In other words the way individual investors invest does have some impact on **stock** returns in all quarters but the first.

On the other hand, corresponding evidence from Panels...2, Table VI reports the regression rules for the difference between the smallest and largest **stock** portfolios' quarterly returns over the same periods as the ones

shown in Table III. (Table...

...VII reinforces the conclusion drawn from Table IV that individuals may have more influence on **stock** returns during the rest of the year than during the first quarter.

To test H...

...CAUSALITY TESTS

While similarity in seasonal patterns may indicate that there is a relationship between **stock** prices and institutional or individual investor trading, there is little reason to draw any conclusions...

...tests are carried out on both institutional and individual investor trading and on the aggregate **stock** market, as well as on the smallest and largest-size portfolios.

The causality between the purchase-to-sales ratio and **stock** returns and between the percentage of funds invested by institutional investors in equities and **stock** returns are examined by using the Granger test. (20)

The basic idea of Granger causality...

...them in the estimation. Tables X and give the results. Note that the coefficients of **stock** returns in all regressions are not different from

zero, either individually or jointly, indicating that **stock** returns do

not play a causal role (see ...21). (Table X omitted) Moreover although some coefficients of purchase-to-sales ratios in the **stock** returns equation are individually significant, they are not jointly different from

zero (see footnote 21). We do, however, see evidence that the percentage of

institutional investing in equities affects **stock** returns. Table XI also

furnishes some weak evidence that a link may exist between small...

...the small-firm returns equation.

CONCLUSION

Our results document a quarterly seasonal behavior in Canadian **stock** returns, which, in accordance with previous monthly studies, is more statistically significant for smaller firms...

...this investing behavior is strongly related to the magnitude of the seasonal behavior of quarterly **stock** returns in Canada.

While the predictions of hypothesis H. 10 are supported by the data...
...and throughout the year seems, on average, to be related to the nature of the **compensation** system in the securities industry,

conflict-of-interest considerations and attempts by portfolio managers to
...

...theory of the January effect. But can we predict more accurately than
before whether the **stock** market performance in a given January will be
strong or weak and thus make better...

...equity market. When the composite indicators give negative signals, institutional investors stay out of the **stock** market; the opposite is true when the indicators give a positive signal.

We now have...

...economic and risk fundamentals turn positive, then professional managers
decide to commit funds to the **stock** market. As a result, a January effect
is observed. It is this sequence of events...

...Keidon and T A. March, "New Evidence on the Nature of Size-Related Anomalies in **Stock** Prices," Journal of Financial Economics 12 (1983), pp.
33-56; D. B. Keim, "Size-Related Anomalies and **Stock** Return Seasonality
Further Empirical Evidence," Journal of Financial Economics 12 (1983), pp.
13-32; A...

...Journal of Finance 39 (1984), pp. 185-92; M. N. Gultekin and N. B. Gultekin, " **Stock** Market Seasonality: International Evidence," Journal of
Financial Economics 12 (1983). pp. 469-81; and K. Kato and J. S. Schallheim, "Seasonal and Size Anomalies in the Japanese **Stock** Market"
Journal of Financial and Quantitative Analysis 20 (1985), pp. 259.

2. See M. R. Reinganum, "The Anomalous **Stock** Market Behavior of Small Firms in January Empirical Tests for Tax-Loss Selling Effects," Journal...

...Hall, 1986), p. 500; R. A. Haugen and J. Lakonishok. The Incredible January Effect: The **stock** Market's Unsolved Mystery (Homewood, IL: Dow
Jones-Irwin, 1988), chapter 4 and M. Fedenia...

...1977), pp. 79-86

6. For the tax-loss-selling argument, see Reinganum. "The Anomalous **Stock**
Market Behavior" op. cit., and J. R. Ritter, "The Buying and Selling Behavior of Individual...actual dividends paid during the quarter as well
as changes in the value of the **stock** . Both indexes are value-weighted
11. While quarterly index returns are calculated as the (log...

...ratio, rather than net purchases, reduces heteroskedasticity problems associated with the changing level of the **stock** market's volume over time

(see Ritter, "Buying and Selling Behavior." op. cit., footnote 10...

...mutual funds invest heavily in large stocks, especially in the first quarter (see G. Athanassakos, " **Stock** Market Seasonality Temporal Variability of **Stock** Prices and the Trading Patterns of Individual and Institutional Investors" (Working "paper. Wilfrid Laurier University...

...causality runs both ways.

22. Ritter "Buying and Selling Behavior" op. cit.

23. See Athanassakos, " **Stock** Market Seasonality" op. cit.

24. Research for this article was supported a grant from Wilfrid...

...the Financial Management Association meeting in Chicago.

GLOSSARY

* EXCESS RETURN:

The actual return of a **stock** over its expected equilibrium return.

* GRANGER CASUALTY TEST:

A test of the cause-and-effect...

...January is higher than in any other month of the year. This pronounced seasonality in **stock** market returns is known as H.10) the January effect.

* MARKET IMPACT HYPOTHESIS:

The hypothesis that institutional (and/or individual investor) trading actively influences current and future **stock** market changes.

* PARKING-THE-PROCEEDS HYPOTHESIS:

The hypothesis that the January effect is caused by...

4/3,K/10 (Item 10 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00654627 93-03848

RFPs Re-Defined

Burger, Catherine P.

Journal of Cash Management v12n6 PP: 44-48 Nov/Dec 1992

ISSN: 0731-1281 JRNL CODE: JCG

WORD COUNT: 1540

...TEXT: section of the RFP. Buyers of banking services should ask about all available methods of **compensation** ; some non-bank service providers offer leasing programs. Customized pricing proposals should be requested.

With...them to focus more attention on responding to questions.

EVALUATING RESPONSES

The most effective response- **evaluation** methods will enable treasury **managers** to discern, from among **multiple** services, the one which best meets the goal of the RFP. They would want to refer to the goal statement of the RFP discussed earlier, and their **weighting** system.

REDUCING THE NUMBER OF SERVICE PROVIDERS

Having reviewed the responses, treasury managers should have...

4/3,K/11 (Item 1 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
(c)2005 The Gale Group. All rts. reserv.

14086742 SUPPLIER NUMBER: 80534325 (USE FORMAT 7 OR 9 FOR FULL TEXT)

Music & sound products: suppliers of: amplifiers, band & orchestral products; cases; DJ products; fretted instruments; percussion products; recording equipment; sound reinforcement equipment; synthesizers & related MIDI and electronic music products; karaoke hardware; general accessories, also, music distributors.

Music Trades, 149, 10, S45(240)

Nov, 2001

ISSN: 0027-4488 LANGUAGE: English RECORD TYPE: Fulltext

WORD COUNT: 123080 LINE COUNT: 10909

... a black, no-creak non-glare gooseneck with excellent rigidity. Rubber-Neck is available in **various** lengths in a solid or a hollow design. Other models have wired XLR connectors for...Axelrod.

AVLEX--12415 Overbrook Road, Shawnee Mission, Kansas 66209.
Toll-free telephone: 877-450-9216.

AWARD L.C.--3165 West 4700 South, Salt Lake City, Utah 84118.
Telephone: (801) 293-1984...

...telephone: 888-479-9252. Fax: (801) 685-0882. Email: wardinst@aol.com.

Contact: Dennis Marler.

AWARD WINNERS/J. HAY--8458 Reseda Boulevard, Northridge, California 91324-4624. Telephone: (818) 349-3932. Toll...

...J-HAY. Fax: (818) 349-2667. Email: awrdwinrs@aol.com. Contact: Jacques Hay.

Since 1981 **Award** Winners has been serving NAMM and its affiliates with trophies, awards, gold records, and T...Badger now sells the complete line of Mirafone tubas, with the most common models in **stock** , and all tuba parts, most of which are in **stock** . Dealer inquiries invited. Send for catalog.

BADGER STATE REPAIR--204 West Centralia Street, Elkhorn, Wisconsin... customers has set it apart from other manufacturers in the same industry. The Bosphorus Cymbal **stock** rotation policy, which allows dealers to exchange products from their inventory, ...com Contact: Matt Harrelson. American manufacturer and importer of retail-quality caps. Also, an extensive **stock** cap program available blank or embroidered. The company can meet any tight budget or delivery...Strings featuring a Rocco Prestia special gauge available in popular gauges.

* Pickups: Dean Markley's **award** -winning pickup line includes the ProMag Plus single-coil and the humbucking ProMag Grand and...the dispenser carton, the dealer has an exact count of the reeds sold and in **stock** .

Private-label work with individualized packaging is a great specialty with French American Reeds. The...effect pedal; and the Bionic Expandora distortion effect pedal.

The company offers a comprehensive product **promotion** and distribution program, consisting of prerelease press coverage, p-o-p materials design and production...3008. Website: www.harmonicvision.com.

Ian de Hueck, president and CEO.

Developer and publisher of **award** -winning music education software for the home, school, and studio. Titles include Music Ace, Music... including the Jumpstart all-in-one value packs that won the prestigious POPA OMA Bronze **Award** for effective display packaging.

Ibanez is one of the top bass lines in the word...high quality, economical prices, a wide variety of vintage finishes, and immediate delivery of many **stock** materials.

KAYSOUND IMPORTS--5 Coton Lane, Champlain, New York 12919. Telephone: (514) 633-8877. Toll...of decorative plastic sheets for drum coverings and guitar pickguards. Most styles and colors in **stock** .

LEBLANC CORPORATION, G.--7001 Leblanc Boulevard, Kenosha, Wisconsin 53141-1415. Telephone: (262) 658-1644. Toll...

4/3,K/12 (Item 2 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
(c)2005 The Gale Group. All rts. reserv.

11588230 SUPPLIER NUMBER: 55727246 (USE FORMAT 7 OR 9 FOR FULL TEXT)

Managing localization of human resources in the PRC: a practical model. (People's Republic of China)

Wong, Chi-Sum; Law, Kenneth S.

Journal of World Business, 34, 1, 26(1)

Spring, 1999

ISSN: 1090-9516

LANGUAGE: English

RECORD TYPE: Fulltext;

Abstract

WORD COUNT: 6375 LINE COUNT: 00532

... There are several important reasons for a TNC to pursue localization in China. First, total **compensation** costs will drop after localization, because expatriate **compensation** packages are typically much more costly than packages for locals. An expatriate's **salary** is tied to the level of a similar manager's pay in his or her...

...such as a company car, living quarters, and frequent travel back home.

In contrast, the **compensation** package for a local Chinese manager is linked to pay levels in China, where salaries...

...the PRC typically receives at least three times more than a local manager in total **salary** and benefits, including hardship allowances and other perquisites. In some cases, expatriates cost ten times...

...of the most frequently cited reasons for turnover among managers in the PRC (The PRC **salary** and benefits research report, 1997). A firm with an active localization program provides good prospects...in 3-5 years.

Costs Saved

Some TNCs set goals for reductions in the total **compensation** costs for managers in the Chinese operation. Most hope to reduce costs substantially by reducing...there is a continual lack of experienced managers in the PRC, some TNCs use attractive **compensation** packages to hire local managers from other TNCs. As a result, many local managers quit objectives. The relative **weight** attached to this dimension would depend on the importance of localization to the TNC. Feedback...

...the expatriate, and self-appraisal by the expatriate would be all be useful in this **evaluation** process.

Selecting Local Managers

In our interviews, most of the respondents commented that local employees...

...above the market rate. In addition, other TNCs are willing to provide even more attractive **compensation** packages for local managers with valuable experience, because it is still cheaper than paying an...

...as many human resource managers in the PRC pointed out, this practice fuels the surging **compensation** costs in the PRC without additional motivational effects on local managers. A recent survey showed...

...managers and professionals in the PRC were 13.5% and 12.8% respectively

(The PRC **salary** and benefits research report, 1997).

Third, most of our respondents stressed the importance of training and development opportunities, internal **promotion** and career prospects in the long run. It appears that attractive **compensation** packages are necessary but not sufficient to retain good local managers. Offering continuous technical and...

...operations as a top-level manager. As this example suggests, TNCs who create development and **promotion** opportunities for local managers by expanding their operations in China, may be best able to...Ledford, G. E.,

Jr. (1995). Paying for the skills, knowledge, and competencies of knowledge

workers. **Compensation** and Benefits Review, (July-August): 22-26.

Lu, S. (1997). Culture and compliance gaining in...

...technology in developing countries. Journal of European Industrial Training, 13(6): 25-30.

The PRC **salary** and benefits research report (1997). Report prepared by the Hong Kong Association of Industrial Relations...

4/3,K/13 (Item 3 from file: 148)

DIALOG(R)File 148:Gale Group Trade & Industry DB

(c)2005 The Gale Group. All rts. reserv.

08410562 SUPPLIER NUMBER: 16111281 (USE FORMAT 7 OR 9 FOR FULL TEXT)

"Combat Edge" through integrated avionics.

Boylan, Joseph T.; Conover, Dennis W.

Journal of Electronic Defense, v17, n9, p44(4)

Sep, 1994

ISSN: 0192-429X LANGUAGE: English RECORD TYPE: Fulltext

WORD COUNT: 2367 LINE COUNT: 00204

... Finally, when PM Avionics added up the 23 individual "black box" solutions, the combined space, **weight** and power additions would have rendered the aircraft incapable of carrying out their missions.

One...

...prototype systems to serve as test units for technical feasibility testing.

The office plans to **award** a production contract in the third quarter of FY95. The UH-60 modification effort is scheduled to start in the

fourth
quarter of FY94, with contract **award** for installation kits projected
for
the fourth quarter of FY95. Field installations will begin in...

...by integrating the time reference input from the GPS receiver on the
platform.

A contract **award** was expected in August 1994, followed by
extensive
first-article testing. Production units will begin...

4/3,K/14 (Item 4 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
(c)2005 The Gale Group. All rts. reserv.

06432872 SUPPLIER NUMBER: 13689980 (USE FORMAT 7 OR 9 FOR FULL
TEXT)

**A comparison of factor weighting methods in job evaluation:
implications**

for compensation systems.

Davis, Jr., Kermit R.; Sauser, Jr., William I.
Public Personnel Management, v22, n1, p91(16)
Spring, 1993

ISSN: 0091-0260 LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT
WORD COUNT: 6182 LINE COUNT: 00518

**A comparison of factor weighting methods in job evaluation:
implications**

for compensation systems.

In addition to legal considerations, important reasons for the use
of
job evaluation in **compensation** management are (1) having a rational
and
communicable basis for explaining different wage rates, (2...

...rates and establishing rates for new jobs, and (4) containing the
administrative costs of employee **compensation** (Henderson, 1989;
Milkovich
& Newman, 1987).

Recently a number of measurement problems cited in a National...

...evaluation consultants and researchers have noted a trend toward
increasing employee demands for participation in **compensation** design
and
for greater communication about the technical aspects of **compensation**
methodology, such as job evaluation and market surveying (Mulcahey &
Anderson, 1986; Olney, 1987; Pierson, Koziara...

...to the goal of communicating methodological nuances to
organizational
members, differences in the effects on **compensation** plans of nominal
versus effective weights could be important.

Little evidence ...Evaluation Instrument and Committee Process

An 8-factor job evaluation instrument was developed by two
compensation consultants (the authors). Factors chosen for the
instrument

were intended to cover a wide range...occurred because most of the female jobs had market rates substantially below their predicted equitable salary

, given the level of job evaluation ratings assigned.

TABULAR DATA OMITTED

We used a formula...

...salaries.

However, less agreement occurred among the methods in the placement of jobs into discrete salary classes (with 10% intervals). Agreement rates

among the weighting models ranged from 59% to 94...as many city and county governments.

With respect to comparability of wage structures, the different weighting models produced similar rank orders of the jobs from high to low, as reflected in...

...relative to male jobs and managerial positions. As previously discussed, multiple regression analysis derives predictor weights in a manner that considers redundancy (i.e., intercorrelations) among the variables. Therefore, in job evaluation the beta weights may take on rather unique and often dispersed values that are not directly related to the underlying organizational contributions made by the compensable factors. This kind of weighting scheme tends to incorporate the idiosyncratic score patterns of different jobs more than other models. Consequently, the compensation manager's task of explaining the weighting scheme and interpreting the results for employees may be more complicated.

At the present time...under unit and committee weighting than to the multiple regression system. Rates of agreement in salary classification between the principal components method and the other models were 83% with committee, 85...

...job evaluation instrument, and (3) lower multicollinearity in the predictor set. The important implication for compensation managers is that it would probably be wise to analyze the effects of a number... future research. Within the framework of the present research, the following recommendations are offered to compensation managers concerning a weighting strategy:

- * Develop and examine a number of different weighting schemes.
- * Avoid...

...Evaluation Procedures." Personnel Psychology 39 (1986): 315-335.
Belcher, D. W. and Atchison, T. J. Compensation Administration.

Englewood Cliffs, N.J.: Prentice-Hall, 1987.

Bellak, A. O., Bates, M. W. and...

...Error in Job Evaluation." Academy of Management Journal 28 (1985): 279-290.

Henderson, R. I. **Compensation** Management. Englewood Cliffs, N.J.:

...for Research." Industrial Relations. 21 (1982): 309-316.

Milkovich, G. T. and Newman, J. M. **Compensation** . Plano, TX: Business

Publications, Inc., 1987.

Mount, M. K. and Ellis, R. A. "Investigation of...

...12 (1983): 381-389.

Olney, P. B. "Meeting the Challenge of Comparable Worth: Part I." **Compensation** and Benefits Review 19 (1987): 34-44.

Pierson, D. A., Koziara, K. S., and Johannesson...

...of Business at Auburn University. His research and consulting interests are in the areas of **compensation** , employee selection, and performance appraisal.

William Sauser is Associate Vice President for Extension and is...

...DESCRIPTORS: **Compensation** management

4/3,K/15 (Item 5 from file: 148)

DIALOG(R)File 148:Gale Group Trade & Industry DB

(c)2005 The Gale Group. All rts. reserv.

04133262 SUPPLIER NUMBER: 08031549 (USE FORMAT 7 OR 9 FOR FULL TEXT)

Staying competitive through strategic management of fast-track employees.

Gritzmacher, Karen J.

National Productivity Review, v8, n4, p421(12)

Autumn, 1989

ISSN: 0277-8556 LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT

WORD COUNT: 4539 LINE COUNT: 00377

... is, however, applied to investment in the fast-track employee.

This

includes a potentially higher **salary** , training, promotions, and long-term

success. Performance is measured by the fast-track employees' performance

...shows, there are four major areas that challenge fast-track employees:

selection, training, evaluation, and **promotion** . Problems prohibiting the

strategic management of fast-track employees can arise in each of these...

...self-directed.

Evaluation may be further complicated when different managers give

different weight to the various job elements. One manager may value short-term immediate performance more than long-term strategic planning.

Another manager may...

...teamwork, and productivity are difficult to define. Many fast-track employees become discouraged because the evaluation process is too subjective. And it is common for a manager who feels intimidated by...

...that managers are qualified and committed to produce the best evaluations of fast-track employees.

Promotion : The rules and politics of promotions often stir controversy so it is no wonder that...track employees is sensitive to fast-tracker needs and expectations in selection, training, evaluation, and

promotion . To ensure success, the organization strategically places fast-track employees and tries to identify appropriate...

...of interpersonal situations and the scope of his assignments. The employee's manager believes a **promotion** is appropriate and will develop the employee further. The problem is the fear that older...

...Scenario: A female fast-track employee is told that her intelligence is intimidating others, so **promotion** has been difficult. Although her performance is excellent and she has been an effective team...

CAPTIONS: Productivity measurement. (chart); Interrelation of culture, selection, training, evaluation, and **promotion** . (chart)

?